

21 December 1981

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CORE

MEMORANDUM FOR: William N. Hart  
Chairman, DDA CORE Working Group

THROUGH: Director of Logistics

FROM:   
DDA Core Working Group Member

SUBJECT: Follow-up Action on Agency Cost Reduction and Efficiency (CORE) Briefing for the Executive Committee (EXCOM)

REFERENCE: Memorandum for the Record, dated 21 December 1981, Subject: Cost Reduction and Efficiency (CORE) Briefing for the Executive Committee (EXCOM)

Bill:

Attached is the referent memorandum for the record on the subject briefing. I have listed below follow-up actions which I believe should be taken and have provided space for your comments and/or approvals.

1. Regarding Acceleration of the Secure Voice Program, the DDCI (used here to include EXCOM) disapproved the action but asked that priority be given to the improvement of secure voice communications between and within other Intelligence Community agencies. I have discussed this with  and there is little we can do since the Office of Communications is responsible for such communications within our own Agency only. If you would like; however, I can forward a memorandum through the Comptroller to the Deputy for Resource Management to pass along the DDCI's desires. As another approach, you may wish to ask the Comptroller himself to do so. Which approach do you prefer?


2. & 3. Regarding the Shift from External to Internal TEMPEST Testing and New Printing Equipment, EXCOM supported these programs subject to the availability of funding which I presume means subject to Comptroller's willingness to reprogram funds. You may wish to discuss this directly with the Comptroller, or, if you prefer, I will write to him to ask for his decision.

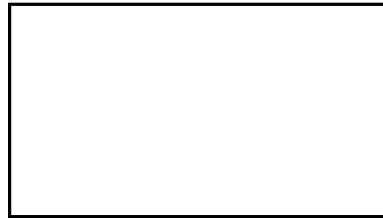
SUBJECT: Follow-up Action on Agency Cost Reduction and Efficiency (CORE) Briefing for the Executive Committee (EXCOM)

4. Concerning Consolidation of Micrographics, he asked that this be studied further, and if you have no objection, I will prepare a memorandum to the Deputy Director for Operations and the Director, National Foreign Assessment Center requesting that a study group be established under OL chairmanship (probably  of P&PD) for subsequent reporting to EXCOM.
5. Concerning Condolidation of Genigraphics and Dicomedia, the DDCI supported further study, and I would suggest that a memorandum to the Director of the National Foreign Assessment Center on this subject be prepared for you by us.
6. The Increased Use of Suggestion Awards item was approved, and the DDCI indicated that the Comptroller should find money for this purpose. I have to assume that he will do so.
7. Regarding Increased Use of Sea Shipments, the Office of Logistics will initiate follow-up action on this and will include it in our long-range objectives for monitoring at the DDA level.
8. Concerning the "Blue Blazer" Protective Force, the DDCI asked that this item be held pending the results of an IG audit of the Office of Security.

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9. Finally, on Adoption of Commuted Rate Travel for Domestic and Overseas TDY, I have discussed this with , Deputy Director of Finance, and he has agreed to include this in his strategic planning package for monitoring by the DDA.



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Attachment

cc: Each DDA CORE Working Group Member, w/att

21 December 1981

MEMORANDUM FOR THE RECORD

SUBJECT: Cost Reduction and Efficiency (CORE) Briefing for the Executive Committee (EXCOM)

1. On 14 December 1981, the CORE Working Group briefed EXCOM on the nine recommendations shown on the attached chart. Following introductory comments by Messrs. Lipton and Fitzwater and a more detailed briefing by [ ] Admiral Inman, who chaired the EXCOM meeting, solicited comments from each of the members. These were as follows:

Mr. Stein (Deputy Director for Operations) believes that too much money is involved in implementing Recommendations 1 and 3. He was also concerned about inadequate compartmentation of IMS (Information Management Staff, DDO) data if the micrographics shops were consolidated.

Mr. Gates (Director, Office of Policy and Planning) also suggested that too much money was involved in Recommendations 1 and 3.

Mr. Briggs (Inspector General) commented that micrographics studies had gone back even further than Mr. [ ] had indicated and that he thought the Information Handling Systems Architect should take a look at this as part of his responsibilities. [ ] indicated that the Architect had started to look at micrographics but had decided to cease when the CORE Group was formed pending the outcome of that study.) He also stated that there were issues involved in the use of Blue Blazers other than those mentioned by [ ] and that they were being addressed privately in an Inspector General report on the Office of Security.

[ ] (Associate Deputy Director for Science and Technology) commented that he could not see "how we could afford to save this amount of money," (i.e., it would cost too much).

[ ] (Comptroller) indicated that he did not think that we could afford Recommendation 1 on secure voice, but that we should try to do Recommendation 3 on Capital Printing Equipment so that the four slots freed up could be used to meet the Office of Communications TEMPEST requirements.

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STAT Mr. Hineman (Deputy Director, National Foreign Assessment Center) also expressed concern about the price and said that he was very much against the consolidation of micrographics because of the loss of control of a key resource and because he did not think that consolidation would provide better service to the Agency. He further indicated that the NFAC micrographics system (presumably ADSTAR) would handle all phases of micrographics production, storage, and retrieval, and that production alone could not be separated from the rest of the process. [ ] indicated that he had been advised that it could in fact be separated.)

Regarding Genigraphics and Dicomedia Consolidation, he said terminals could be made available to others, but in this area also, he did not wish to lose control.

Mr. Fitzwater (Deputy Director for Administration) suggested that we should go ahead with all of the recommendations.

2. Preliminary to making a final decision, Admiral Inman made the following observations:

- o He said that he was not surprised that more recommendations were not made after 10 years of "drawing down" by the Agency.
- o He was concerned that our planning was not more forward looking in terms of future savings particularly with respect to the budgetary process, and he said that a CORE-type of effort could be undertaken for FY-84 as an input to the budgetary process of the Agency. His actual words were that "CORE should be revitalized for that purpose."
- o He stated that he did not favor major reprogramming as was being suggested by the CORE Group but rather preferred to have long-range decisions made earlier as part of the budgetary process.
- o Finally, he indicated that as a matter of principle, he was a supporter of "common user" resources such as micrographics and believed that they could be made to work.

Admiral Inman's final decisions on each of the recommendations (keyed to the attachment) were as follows:

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1. Acceleration of Secure Voice Program: No, because of cost, however, as part of the FY-83 budget submission, he wants to see the improvement of secure voice services between Government Agencies as the number 1 priority. (During [ ] comments earlier, Admiral Inman had interjected that he was far more concerned about giving priority to secure voice between agencies than within the Agency itself and cited his own difficulty in trying to contact other agencies.)
  2. & 3. Shift from External to Internal TEMPEST Testing and New Printing Equipment:  
  
He saw these items as being related and suggested that they both go ahead, subject to available funding. (Presumably, by this, he meant he was deferring to the Comptroller for a funding decision.)
  4. Consolidation of Micrographics: He asked that the CORE Group study this further and when subsequently asked if it should be studied by the Information Handling Systems Architect, he said, no, but that it should be coordinated with the Architect.
  5. Condolidation of Genigraphics and Dicomedia: He agreed to proceed with a study on this subject.
  6. Increased Use of Suggestion Awards: He asked the Comptroller to find money for this purpose and to proceed.
  7. Increased Use of Sea Shipments: He said that he would like to see more advance study in this area and while he agreed to take it out of the CORE study, he wanted the Office of Logitics to work with the DDO and the DDS&T to see what could be done.
  8. "Blue Blazer" Protective Force: He said that he would like to hold on this item pending the results of the audit of the Office of Security.

Approved For Release 2005/07/12 : CIA-RDP84-00933R000200240003-3  
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9. Adopt Commuted Rate Travel for Domestic and Overseas  
TDY: He agreed with the application of commuted rate  
travel to domestic PCS and agreed to study its  
application to domestic and foreign TDY.




DDA CORE Working Group Member

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Attachment

Distribution:

- 1 - Each DDA CORE Working Group Member, w/att  
1 - EXCOM Staff  w/att

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## Agency CORE Results

	Savings	Cost/Penalty	CORE Recommendation	EXCOM Action Requested
1. Acceleration of Secure Voice Program	\$500K/yr., improved security	\$7,765K required now	Go	Reprogram \$7,765K
2. Shift from External to Internal TEMPEST Testing	\$220K/yr.	<input type="text"/>	Go	<input type="text"/>
3. New Printing Equipment	\$222K/yr., free 4 slots, responsiveness	\$1,200K required now	Go	Reprogram \$1,200K and gain 4 slots
4. Consolidation of Micrographics	\$245K/yr. <input type="text"/>	Loss of individual office control and compartmentation (IMS and OCR)	Go	Approval and <input type="text"/>
5. Consolidate Genographics and Dicomedia	Unknown	Loss of individual office control (OCO)	Study	Direct Study
6. Increased Use of Suggestion Awards	\$400K/yr.	\$50K	Go	Reprogram \$50K
7. Increased Use of Sea Shipments	\$412K/yr.	Decrease in responsiveness	Defer	None
8. "Blue Blazer" Protective Force	\$50K/yr.	<input type="text"/> required	Continue slowly	None
9. Adopt Commuted Rate Travel for Domestic and Overseas TDY	Unknown, reduce administrative burden	Less flexibility	Apply approach to domestic PCS and study for all TDY	Approval and direct study

Prepared 2 Dec 81